

Grant number: LG-41-09-0006-09  
Colorado Connecting to Collections  
Final Report Page 1

**1. Cover Sheet**

**Report Period: October 1, 2009 – August 1, 2010**

**Project Director Name and Title:**

Laura Douglas, Colorado State Representative, CWAM  
[REDACTED]

**Grants Administrator Name and Title:**

Leigh A. Grinstead, Digital Initiatives Consultant, BCR's CDP  
[REDACTED]

**2. Project title: Colorado Connecting to Collections**

**3. Partners:** Colorado-Wyoming Association of Museums (CWAM), BCR's Digital Preservation Services unit –which includes the Collaborative Digitization Program (BCR), Colorado Association of Libraries (CAL), Society of Rocky Mountain Archivists (SRMA), the Colorado Historical Society (CHS), and the Colorado State Library (CSL.)

**4. Brief overview of goals, project design, and goals achieved:**

The primary goal of the Colorado Connecting to Collections grant was to create a culture of emergency preparedness among the cultural/heritage institutions and communities within Colorado, by coordinating a communication foundation among the five partner organizations.

The three primary activities completed in this grant were: 1.) the development of a Consortium of heritage institutions that provide ongoing guidance for the institutions they represent. The greatest outcome of this grant has been the ongoing relationships and communications amongst these partner organizations and the strong network of communication and support that was formed; 2.) the implementation of an survey that was completed by 130 institutions and twelve onsite surveys which further identified the strengths and weaknesses on the institutions in Colorado; and 3.) the presentation of 2 day-long training workshops based on the most urgent needs as identified in the survey results.

**5. Describe the project activities (and quantify them using Part 2 of this form).**

*Activity 1: Gathered a Consortium*

Seventeen museum, library and archives professionals who are leaders in key organizations across the State were gathered together as a Consortium to act as collections care advocates and disseminate information about collection care to their colleagues and constituents. The grant funded and matched funds for the Consortium to meet in person three times; the Consortium felt the group

was so important that they participated in a fourth meeting during the grant period with no grant funding. The Consortium continues to meet in person 2-3 times per year and are in constant email contact as issues arise in collections around the State.

Together this Consortium worked to gather a database of all known museums, libraries and archives – that list contains over 700 unique names and contact information.

*Activity 2: Developed implemented and evaluated a 30-40 minutes online survey.*

The web-based survey was available for almost three months, from late June to late September, 2009. Approximately 700 cultural heritage repositories within the state were made aware of the survey's availability through e-mails and announcements at conferences prior to its release; 129 institutions completed all or part of the survey, for a response rate of 18.4%. What distinguishes the response to this survey in comparison to many previous statewide preservation studies is the breadth of institution types that completed the instrument.

The demographics of the survey responses included public libraries (17 respondents) and history museums (16 respondents) as the organizations responding most often, with academic libraries submitting 15 responses. However, there was a good representation of all cultural heritage institution types in Colorado, as standalone archives, archives in historical societies, libraries, and museums, art museums, historical societies, special libraries, government agencies, law libraries, medical libraries, and natural history museums also responded to the survey. A wide variety of institutional budget ranges was also represented among the respondents.

A majority of institutions (48%) indicated that they had not had a survey done on all or even part of their collections. Seven institutions indicated an urgent need for a site survey; another 44 institutions said they would need a preservation site survey in the next one to three years. As an immediate follow up to the survey, three institutions were surveyed in the second phase of the Connecting to Collections project in November, 2009.

*Activity 3: Conducted thirteen, two-hour onsite surveys at representative institutions.*

Sites were selected based upon identified trends and recommendations of the Consortium Committee, as well as those institutions who stated in the online survey that they had an "urgent need" or a need "in the next 3 years" for a site survey.

Issues reviewed included building condition, collection condition (overview), storage practices and conditions, preservation staffing, and preservation policy development. There are a number of trends which were identified from the site surveys, and, in concert with the web survey findings, help to support future directions for preservation activity, funding, and program development in Colorado.

Sites that hosted onsite surveys were: Denver Botanic Gardens, University of Denver Special Collections, Baca/Bloom Museum, Sangre de Cristo Arts Center, Infozone News Museum, Bessemer Historical Society, Cripple Creek Museum, Pikes Peak Library District, Colorado College Tutt Library, Snow & Ice Data Center, Carnegie Branch Library – Boulder, Broomfield Veterans Museum, and UNC Michener Archive.

The results of this survey, as well as the results of the thirteen site surveys are available in the attached final report and the in attached power point presentation that the Consortium members have been presenting at meeting and conferences.

*Activity 4: Present workshops/sessions at statewide meetings on the most urgent collections needs.*

Two workshops were presented at professional conferences in different regions of the state for the museum, archives and library communities with 35-60 attendees at each.

Because of the pre-determined schedules of the CWAM and SRMA annual meetings for the late spring of 2010, the initial timeline for the grant was extended to accommodate this scheduling. The two Colorado C2C workshops were scheduled as part of these meeting and occurred on May 13 (CWAM full day C2C workshop), May 14 (CWAM session presenting survey results and looking to the future), June 4 (SRMA full day Colorado C2C workshop/roundtable). Victoria Montana Ryan was selected as the presenter – based on RFP submissions – and offered two sessions at the May 13 and June 4. These two workshops were very well attended with 32 at the CWAM workshop and 64 at the SRMA workshop. Presentation notes are attached.

The day-long workshop included all of the topics listed below:

- Curatorial decision-making
- Collection policy development
- The ethics of de-accessioning
- Dealing with your local communities
- Low-cost/no-cost climate control improvements

*Activity 5: Dissemination of information.*

A final report with evaluations and recommendations for the fields were produced and published online. The report can then be used by institutions across the state to start the conversation with governing officials like trustees and community members about the “state of the state” of collections care and crisis. That final report will also create a map for continued cross-disciplinary collaboration and implementation around the state.

In addition to the Colorado C2C wiki, the primary talking points from the two full day presentations are available to the general public via YouTube. The workshops centered around 7 themes: Curatorial Decision making - <http://www.youtube.com/watch?v=cANX4vllE34>; Low Cost to No Cost Environmental Controls - <http://www.youtube.com/watch?v=i23S42klbeQ>; Collection Policy Development - <http://www.youtube.com/watch?v=5AZkKJf2oRk>; Digital Media Collections Care—the media itself - <http://www.youtube.com/watch?v=PwZiBqoAVII>; The Ethics of De-accessioning - <http://www.youtube.com/watch?v=T3wDk5E8f6s>; Collections and the Local Community - <http://www.youtube.com/watch?v=8IZfcCFhvb8>; Sustainability in Preservation and Preventive Care - <http://www.youtube.com/watch?v=184Iput70CA>

These YouTube videos were not part of the original grant but the Consortium felt that they were valuable enough to include.

In September 2009 Heritage Preservation hosted an Alliance for Response workshop that was well attended by cultural heritage institutions and first responders. The Colorado Connecting to Collections grants administrator and project manager both served on the planning committee for the workshop and conversations with the Colorado Alliance for Response group continue.

6. Describe the project audience(s) (and quantify them using Part 2 of this form).

Cultural and heritage institutions across the State participated in a number of activities of the grant. 129 institutions participated in the online survey and hundreds more knew that the survey existed; thirteen institutions participated in the site surveys; over 100 participated in one of the two workshops presented as conferences; several hundred heard survey results presented at meetings, programs, and other gatherings; and several hundred more have received collections care information via the wiki, YouTube videos and other web access to report results.

7. Analyze your project. Use quantitative data as well as qualitative examples, highlights from your evaluation and compelling anecdotes.

a. Compare the actual accomplishments of the project with the project's established goals and objectives.

i. Identify and document significant project **achievements** and their value.

More than any statewide preservation surveys from the 1980s onward, the Colorado Connecting to Collections web survey gave statewide planners clear messages as to the needs and desires of the institutions within the state. Beginning with information about preservation information resources, where a pronounced preference for short-term workshops on preservation topics was discovered, the need for educational and consultative assistance on preservation issues became evident. There was strong support for staff to attend training in traditional and digital preservation. In-person workshops were preferred by 75% of the respondents, and one-two day sessions based in the Denver/Boulder area were also preferred.

Topics where information and education was most needed ranged from the basic to the sophisticated. Urgent need was indicated for information on topics including low-cost or no-cost climate control improvements, and preservation policies and priority actions. In the more sophisticated realm of needs was information addressing preservation in a digital world, and digital preservation strategies. The findings in education and training workshops needed were also marked by a similar basic/sophisticated split. Digital preservation and reformatting for preservation were cited as educational needs, as was more basic information on preservation planning and prioritizing and conservation procedures.

ii. Describe any significant unanticipated events or circumstances that created delays or obstacles to project success, and **summarize lessons learned** during the course of the project.

Because of the pre-determined schedules of the CWAM and SRMA annual meetings for the late spring of 2010, the initial timeline for the grant was extended to accommodate this scheduling. The two Colorado C2C workshops were scheduled as part of these meeting and

occurred on May 13 (CWAM full day C2C workshop), May 14 (CWAM session presenting survey results and looking to the future), June 4 (SRMA full day Colorado C2C workshop/roundtable).

One of the most surprising findings of the web survey is how many institutions (45) responded that they have experienced disasters at their sites, most of which damaged collections and facilities. As in many other states, the leading cause of disasters was either exterior or interior water leaks; however Colorado institutions also reported (as should be expected from the state's geography and weather patterns) disasters caused by heavy snow. This high level of damaging disasters would be distressing data on its own, but it is compounded by the fact that a majority of respondents reported that they did not have disaster plans to help their institutions prepare for, mitigate, and recover from disasters. In development of these disaster plans, having an on-site preservation survey or assessment is often helpful in identifying risks and vulnerabilities in an organization's building, collections, or even their policies and practices.

- b. For projects that identified learning of any kind as an intended result, describe the *outcomes* of the project. For this report *outcomes* are changes in **individuals'**: knowledge, skills, attitudes, behaviors, or other conditions related to the purpose of the project.

While there was not a post-visit survey after the workshop sessions, these sessions were based directly on the information gathered from the online survey. Below are some of the issues of knowledge and skills and how institutions prefer to receive information.

The topics where information was most urgently needed included low/no cost improvement in climate control (45.6% of respondents), digital preservation procedures (43.9%), setting policies and preservation priority actions (42.1% of all respondents; this category was especially of interest in the institutions with the smallest budgets, ranging from \$25,000 to \$90,000), and preservation in a digital world (42.1% of total respondents, and the area of highest interest for institutions with the largest budgets of \$1,000,000 or more). When analyzed by the type of institution answering the survey, the most urgent information need for academic libraries was on preservation in a digital world; public libraries most urgently needed information on preservation storage methods and handling practices; history museums were most interested in low cost/no cost improvements in climate control; and government agencies need information on setting policies and preservation priority actions. For other types of institutions, information on digital preservation was an urgent need.

Responding institutions showed support for preservation training as a majority (62 respondents, or 55.9%) said staff had attended educational programs on collections care or preservation issues in the past three years. A majority of institutions with the smallest budget levels, as well as a majority of public libraries, however, had not attended such training; these may be target groups for future preservation training initiatives.

An even larger number (67, or 60.9%) said their institution supports staff development and professional education and training in the area of digital preservation. The leading source of

digital preservation training by far was from professional associations and organizations such as the Society of American Archivists, the American Library Association, the Colorado-Wyoming Association of Museums, the Colorado Association of Libraries, Society of Rocky Mountain Archivists, and BCR. A large group of institutions with small budgets stated that they had not experienced digital preservation training and are still learning about the topic.

When the respondents were asked about memberships in preservation-related organizations, many of the abovementioned organizations ranked high in participation. Among those organizations with the highest number of members reported were:

- Society of Rocky Mountain Archivists (17 respondents)
- Society of American Archivists (12)
- Colorado-Wyoming Museums Association (8)
- American Association for State and Local History (8)
- American Association of Museums (8)
- BCR (5)
- Mountain Plains Museum Association (5)

In the past three years, the leading training topics attended included digital preservation, emergency management, storage and handling and environmental issues. While digital preservation remained by far the top area of interest for the next three years, other key topics included reformatting for preservation, planning and prioritizing, and conservation procedures.

A vast majority of respondents (75%) preferred workshops delivered in person; online workshops (19.1%) were the second-most preferred format. The preferred length of in-person classes was one full day or two days; workshops of half-days (e.g., two 1.5-hour blocks on multiple days) were the preferred format of online classes. Those preferring training through a college or university were evenly split between online and in-person delivery from this type of resource. For location, Denver/Boulder was preferred by a vast majority of respondents, receiving nearly six times as many votes as other locations.

Barriers to training which were mentioned with the highest regularity included travel costing too much (75% of respondents), registration costing too much (67.6%), workshop topics not available in Colorado (45.6%), and “can’t spare staff time” (36.8%). “Other” responses also mentioned budget cuts and limited funding for preservation training; as an overall concern, the costs of travel, registration, and institutional budget concerns were by far the largest barriers to respondents taking advantage of preservation training.

c. Provide any additional information or data that documents project impact. For this report *impact* is a large-scale and/or long-term result that **affects one or more institutions, communities, or fields.**

Perhaps the greatest outcome of this project is the continuation of the Consortium to meet, address collections issues within the State, fundraise jointly for the disseminations and presentation of information of collections and collections care. The Consortium submitted a Connecting to Collections Implementation grant and eager to hear the results. And whether or not the project is funded, the Consortium will continue to meet and share resources.

The Consortium will also continue to use the survey results to plan and present information to cultural/heritage institutions.

When asked at the end of the survey instrument for other preservation needs which had not been covered in the questionnaire, strong interest was again expressed in increased preservation funding, and climate control upgrade needs. There were some additional ideas which were suggested that are being consideration by the Consortium as well: a brochure on why preservation is important, for use with trustees and other resource allocators; a "roving preservation team" to address preservation needs in the state, particularly those of small institutions; "more grantors needed to accept the Colorado Common Grant application."

These communication, dissemination, and funding methods may be among the ways to help implement a statewide preservation program that can be beneficial to all of Colorado's cultural heritage institutions.

8. What's next? Describe any plans to continue work in this area.

The Consortium submitted a Connecting to Collections Implementation grant and eager to hear the results. And whether or not the project is funded, the Consortium will continue to meet and share resources.

The Implementation grant would allow Colorado institutions to build upon their collaborative efforts that began with the creation of the Consortium from the Planning Grant. This continued collaborative will provide communication across cultural heritage disciplines through a variety of emergency preparedness workshops and hands-on trainings, site surveys, peer assessor trainings, statewide promotion and awareness plan, and the Executive and Planning committee to ensure the long-term sustainability of the culture of collections care and preservation. This collaboration will benefit the State's libraries, museums, archives, historical societies and other organizations as they struggle with preservation of collections.

9. Grant Products. Attach **three copies** of any product that resulted from grant activities, including final evaluation reports and instruments; research findings, publications, or manuscripts; software; curriculum guides, workbooks, or other learning resources; and other deliverables. Provide Web-based material in hard-copy form or on disk with a description of the content and format. Forward any product that is not yet complete to IMLS as it becomes available.

Attached

## **Final Performance Report: Part 2, Quantitative Information**

**Institution Name:** Colorado Wyoming Association of Museums

**Grant#:** LG-41-09-0006-09

### **A. SITE SPECIFIC PROJECT ACTIVITY: Colorado C2C Planning Grant Activities**

1.   0   Total # of collection items conserved, relocated to protective storage, rehoused, or for which other preservation-appropriate physical action was taken.
2.   2   Total # of collection items digitized, scanned, reformatted, or for which other electronic or digital preservation action was taken.
3.   0   Total # of collection items with new or enhanced accessibility (include items that were cataloged or for which finding aids or other records were created or computerized) [includes    items made accessible to users other than grantee staff for the first time,    items with new or enhanced access for staff only].
4.  14  Total # of lectures, symposia, demonstrations, exhibits, readings, performances, concerts, broadcasts, Webcasts, workshops, multi-media packages, or other learning opportunities provided for the public (do not include PSAs or other promotional activities) [includes  0  out-of-school or after-school programs,  0  exhibits].
5.   7   Total # of tools created, improved, or produced for searching, information management, or information analysis by users other than or in addition to grantee staff.
6.   7   Total # of conferences, programs, workshops, training sessions, institutes, classes, courses, or other structured educational events provided.
7.   4   Total # of internships, apprenticeships, mentoring opportunities, or other extended educational opportunities provided.
8.   0   Total # of degrees/certificates earned as a result of the grant [includes  0  Master's,  0  Ph.D. degrees,  0  other (specify):  0 ].
9.   0   Total # technology upgrades or improvements (specify):  
\_\_\_\_\_.
10. If your grant engaged in other activities not covered by the categories above, please briefly identify and quantify them here. Attach another sheet if necessary.

### **B. PORTABLE PRODUCTS (relating to the activity named in section A.)**



11. 1 Total # of research reports, papers, books, reprints, or other publications generated.

12. 8 Total # of Web sites developed or improved [include URLs/addresses: \_\_\_\_\_]
- Curatorial Decision making
    - <http://www.youtube.com/watch?v=cANX4vllE34>
  - Low Cost to No Cost Environmental Controls
    - <http://www.youtube.com/watch?v=i23S42klbeQ>
  - Collection Policy Development
    - <http://www.youtube.com/watch?v=5AZkKJf2oRk>
  - Digital Media Collections Care—the media itself
    - <http://www.youtube.com/watch?v=PwZiBqoAVII>
  - The Ethics of De-accessioning
    - <http://www.youtube.com/watch?v=T3wDk5E8f6s>
  - Collections and the Local Community
    - <http://www.youtube.com/watch?v=8IZfcCFhvb8>
  - Sustainability in Preservation and Preventive Care
    - <http://www.youtube.com/watch?v=184Iput70CA>

<http://c2cwikico.bcr.org/> \_\_\_\_\_

13. 7 Total # of learning resources produced [includes \_\_\_\_\_ oral histories, \_\_\_\_\_ curriculum resources, \_\_\_\_\_ curriculums, 7 Web-based learning tools, or \_\_\_\_\_ other (specify): \_\_\_\_\_].

14. 2 Total # of key management documents created [includes \_\_\_\_\_ emergency plans, \_\_\_\_\_ conservation surveys, \_\_\_\_\_ strategic plans, \_\_\_\_\_ other (specify): \_\_\_\_\_].

15. If your grant created one or more quantifiable products not covered by the categories above, please briefly identify and quantify them here. Attach another sheet if necessary.

**C. PARTICIPANTS/VISITORS/USERS/AUDIENCE (relating to the activity named in section A.)**

16. 5 Total # of **community organization partners** [includes 0 informal partners, 5 formal partners].

17. 0 Total # of **schools** (pre-K through grade 12) that used services provided by your grant (include only schools that actively participated, not those to which material was simply distributed or made available) [includes 0 students participating in field trips].

18. 0 Total # of **teachers** supported, trained, or otherwise provided with resources to strengthen classroom teaching or learning.

19. 0 Total # of **pre-K through grade-12 students** served [includes 0 youth 9-19 who used, participated, visited, or otherwise interacted with activities, experiences, resources, or products offered by your grant].

20. 280 Total # of **viewers and listeners** for radio, television, and cable broadcasts (for series, include total actual audience for all broadcasts; do not include audience for PSAs or other promotional activities or Webcasts; do not report potential audience).

21. 302 Total # of **users of Web-based resources** provided by your grant (include all individuals the project served). Choose the measure that best represents your use rate (choose only one): 302 visits (hits), 302 unique visitors,      registered users,      other measure (specify):     .

22. 582 Total # of **individuals** benefiting from your grant (include all those from questions 18-21 plus others the project served, including staff or others in your field). Only include those who actually participated or used your project services in some way.

23. This number includes: 91 professionals, 491 **non-professionals or pre-professionals**,      **docents or interpreters**,      volunteers,      staff that received services provided by your grant.

24. If your grant served one or more quantifiable audiences not covered by the categories above, please briefly identify and quantify them here. Attach another sheet if necessary.

## ***Request for Proposals***

### ***Training Workshops for Colorado's IMLS Connecting to Collections grant***

#### **Submission Deadline**

**February 20, 2010**

#### **Grant Overview**

The Institute for Museum and Library Services (IMLS) *Connecting to Collections* initiative has funded a grant to Colorado to implement plans and models to address issues identified in the *Heritage Health Index*:

- provide safe conditions for collections;
- develop emergency plans;
- assign responsibility for collections care; and
- work to increase public and private support for, and raise public awareness about, collections care.

IMLS designed the Connecting to Collections Statewide grant program to encourage people and institutions to cooperate on a plan that will benefit all. "Project activities should accommodate needs of institutions in each state; they do not need to address all four recommendations. Each state should indicate its most pressing needs, report what has already been done, name the organizations and people to be involved in the planning process, and outline specific next steps. (IMLS Connecting to Collections grant guidelines)"

To create a culture of emergency preparedness among Colorado institutions and communities, the IMLS Connecting to Collections Program will allow Colorado institutions to build upon our informal collaborative efforts to create a Consortium that will provide communication across cultural heritage disciplines. This collaboration will benefit the State's many libraries, museums, archives, historical societies and other cultural heritage organizations as they struggle with preservation of collections. Growing out of advisory committee discussions a Consortium with five lead partners has been formed in order to meet this challenge. Partners include: the Colorado-Wyoming Association of Museums (CWAM), BCR's Digital Preservation Services unit –which includes the Collaborative Digitization Program (BCR), Colorado Association of Libraries (CAL), Society of Rocky Mountain Archivists (SRMA), the Colorado Historical Society (CHS), and the Colorado State Library (CSL.)

The five partner organizations proposed a successful planning process that included the key elements outlined in the Connecting with Collections Statewide Planning Grant. Our proposal included:

- developing a Consortium of heritage institutions to provide ongoing guidance for the project and the future implementation. At the final meeting for this project, the Consortium will outline how each organization can take the findings and results from this grant to raise both public and private sector awareness and support for their particular institution type and collections. The group will develop plans for ongoing meetings of the Consortium

- working with Heritage Preservation to procure the data on the 50 institutions from Colorado who completed the HHI survey. This data was to be analyzed to provide baseline data set for the two surveys - an online statewide survey and twelve onsite surveys

- conducting an online survey to reach a greater portion of the 1200+ cultural organizations in Colorado and conducting twelve, two-hour onsite surveys. Visits will be conducted at selected institutions representative of the cultural heritage community. Consortium leaders will emphasize the importance of the survey to the organization they represent, identify institutions that may need to receive a hard copy of the survey and determine the onsite survey participants

- offering 2-3 day training workshops and conference sessions based on survey results in different regions of Colorado at state conferences. Workshops will address the most urgent collections needs as identified by the survey results. Possible workshop topics may be emergency planning, response and/or recovery training, conservation services, or environmental control. Consortium members will present the findings of the surveys during sessions at the CWAM, SRMA and CAL conferences and non-conference related trainings. Additionally, at least 100 staff and volunteers will access the online streaming video presentations of the sessions and workshop material, participate in a blog and/or wiki and use the online training modules.

A final report with evaluations and recommendations for the fields will be produced and published online. The report can then be used by institutions across the state to start the conversation with governing officials, about the "state of the state" of collections care and crisis. That final report will also create a map for continued cross-disciplinary collaboration and implementation in Colorado.

### **Project Descriptions**

Training workshops and conference sessions will be offered to partner organizations based on survey results.

The trainer will create and present two or three one-day identical workshops offered in different areas of the state. One condensed studio version will also be filmed and put online to address the most urgent collections needs as identified by the online survey and site visit results.

The day-long workshop should include all of the topics listed below:

- Curatorial decision-making
- Collection policy development
- The ethics of de-accessioning
- Dealing with your local communities
- Low-cost/no-cost climate control improvements

We anticipate that these workshops will be presented in conjunction with professional conferences in different regions of the state for the museum, archive, and library communities with 20-35 attendees at each.

At least 60 library, archive, museum staff and volunteers will attend workshops conducted by conservators and/or other specialists. These workshops will equip staff and volunteers to return to their community with the knowledge to begin detailed assessments of their collections, create policies, and implement preventive conservation measures.

Additionally, at least 100 staff and volunteers will access the online streaming video presentations of the workshops, participate in the blog and/or wiki and use one of the online training modules.

**Target Audience**

Museum, archive and library professionals (both paid and unpaid) throughout Colorado

**Required Deliverables**

- 1) Curriculum outline and course material/resources that will detail and document the workshop. Workshop materials will be posted online
- 2) Evaluations that will establish trainee mastery of the materials presented will be incorporated at the end of the training program. Questions included in the final test will not offer feedback, other than correct or incorrect
- 3) An Electronic Reference Library will be integrated into the training program, so that workshop attendees will have access to sample documents

**Assumptions and Agreements**

The project must be completed between *March 30, 2010 – June 15, 2010*

A preliminary budget for this project has been approved.

██

Project Coordinator and Grant Administrator will enter into an agreement with vendor on behalf of the Colorado Connecting to Collections grant. We will provide appropriate support documentation for the successful completion of the project, which may include access to the online surveys and site visit reports.

There will be no significant changes to the task/job/policy data during the project.

At the conclusion of the project, all materials developed by the project team will become the exclusive property of the Colorado Connecting to Collections consortium. In addition, any and all work sheets and other working documentation will also become the property of Colorado Connecting to Collections consortium.

Billing for services and products completed will be submitted at the end of each workshop. All travel, lodging, meals, postage, shipping, communications, et cetera, will be included in the total preliminary budget.

**Required Proposal Format**

The proposal must contain a (1) Technical section and (2) a Time-Cost section

***Technical Proposal***

In the Technical section, the vendor should include time-lines, projected required personnel, and schedules for completing the project.

***Time-Cost***

In the Time-Cost section, the vendor must detail the time and costs that will be required to complete the project.

***Additional Documentation (optional but recommended)***

- Vendors must include a short demo or direct us to an internet site which demonstrates their production capabilities.
- Request for References (optional)

**Submission Deadline**

**February 20, 2010**

Submit Proposal To:

[REDACTED]

For Additional Information or Clarification, Contact:

[REDACTED]

Meeting Minutes Alliance for response  
Conference Call January 28, 2010  
1:30-2:15 p.m.

Those in attendance:

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

Unable to be on the call:

[REDACTED]  
[REDACTED]

We attempted a recap of next steps as determined at the end of the meeting. Ideas that had come up in person included: Having more meetings with Emergency Responders and Cultural Heritage Institution  
Rob was going to create a list serv for participants

It was agreed that there has not been much action since September 25<sup>th</sup>

Rob agreed he would send a query out to the listserv about the ideas on next steps that came out of the evaluations. Kelly will type up those ideas and get them to Rob.

Laura asked if we could send the Connecting to collections RFP to the Alliance list serv, information has been sent and Rob [REDACTED] will post that. Kelly will send the email list of all participants in electronic form to Rob to make sure we have all that attended on our listserv.

The last time Kelly spoke with heritage Preservation was in October. [REDACTED] does have some follow on funding available. We also discussed that there is some \$ left over at the library from the conference. Kelly will contact Jim and see what funds are available and if there are any restrictions on the use of the funds.

After a few steps outlined below Leigh will set up a conference call with [REDACTED] [REDACTED] to see what other projects might be possible. Leigh will look at models of other Alliance projects and see what success stories there are out there nationwide, she will look for a newsletter that has been sent from heritage preservation.

Laura will look at a packet that she got that lists some programs dealing with Emergency responders and disasters. We agreed we will follow up with a face to face meeting of the planning group to share ideas and further brainstorm on follow up activities.

Dan brought up the fact that we had talked about working with the CO Emergency preparedness partnership (CEPP) and they are now moving forward and trying to fundraise for implementation of Real time notification of emergencies...it IS happening—how can we tie into this? Dan will set up a meeting with Pam and Sue to talk about the network CEPP system—it is a project initiative, maybe Heritage Preservation could be a funding source?

A discussion of [REDACTED] [REDACTED] proposal

Rob sent a copy of the email she proposed. Rob will send an email to Teri explaining that we are not able to collaborate further at this time and will [REDACTED] at FEMA and this group as well.

Respectfully Submitted,

[REDACTED] [REDACTED]







*Colorado*  
*Connecting to Collections*  
*Survey Report*

Submitted by:  
Thomas F. R. Clareson  
Survey: July 13, 2009  
Final Report: August 1, 2010

LYRASIS  
1438 West Peachtree Street NW  
Suite 200  
Atlanta, GA 30309  
800.999.8558  
[www.lyrasis.org](http://www.lyrasis.org)

LYRASIS

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## Executive Summary

In 2009, as part of the Institute of Museum and Library Services' (IMLS) national program, "Connecting to Collections," the state of Colorado received a grant to determine the preservation needs of the cultural heritage institutions within the state. Colorado's project includes a web survey, a series of brief preservation on-site survey visits, and the creation of some basic workshops on preservation topics.

The main project leaders were Colorado-Wyoming Association of Museums (CWAM) and BCR (formerly the Bibliographic Center for Research), but there was strong representation on the Advisory Council from the Society of Rocky Mountain Archivists (SRMA), Colorado Historical Society, Colorado State Library (CSL), and conservators and preservation professionals in private practice from around the state.

The web-based survey, hosted online at BCR, was available for almost three months, from late June to late September, 2009. Approximately 700 cultural heritage repositories within the state were made aware of the survey's availability through e-mails and announcements at conferences prior to its release; 129 institutions completed all or part of the survey, for a response rate of 18.4%. What distinguishes the response to this survey in comparison to many previous statewide preservation studies is the breadth of institution types that completed the instrument. The demographics of the survey responses included public libraries (17 respondents) and history museums (16 respondents) as the organizations responding most often, with academic libraries submitting 15 responses. However, there was a good representation of all cultural heritage institution types in Colorado, as standalone archives, archives in historical societies, libraries, and museums, art museums, historical societies, special libraries, government agencies, law libraries, medical libraries, and natural history museums also responded to the survey. A wide variety of institutional budget ranges was also represented among the respondents.

More than any statewide preservation surveys from the 1980s onward, the Colorado Connecting to Collections web survey gave statewide planners clear messages as to the needs and desires of the institutions within the state. Beginning with information about preservation information resources, where a pronounced preference for short-term workshops on preservation topics was discovered, the need for educational and consultative assistance on preservation issues became evident. There was strong support for staff to attend training in traditional and digital preservation. In-person workshops were preferred by 75% of the respondents, and one-two day sessions based in the Denver/Boulder area were also preferred.

Topics where information and education was most needed ranged from the basic to the sophisticated. Urgent need was indicated for information on topics including low-cost or no-cost climate control improvements, and preservation policies and priority actions. In the more sophisticated realm of needs was information addressing preservation in a digital world, and digital preservation strategies. The findings in education and training workshops needed were also marked by a similar basic/sophisticated split. Digital preservation and reformatting for preservation were cited as educational needs, as was more basic information on preservation planning and prioritizing and conservation procedures.

The split between basic needs and sophistication was also evident in the information gleaned about environmental and fire safety systems. The majority of respondents noted that they controlled temperature and light levels, air filtration, and pests (although humidity was controlled less often by most institutions). However, 22 responding institutions noted that they had no controls for any environmental conditions. With this in mind, a program which could help sophisticated institutions better monitor their environments, but would also allow organizations with very basic needs to begin to learn about monitoring and controlling their environment must be devised. Similarly, while a majority of respondents have smoke detectors, fire alarms, and fire extinguishers at the facilities, many did not know what type, if any, fire suppression systems they have.

One of the most surprising findings of the web survey is how many institutions (45) responded that they have experienced disasters at their sites, most of which damaged collections and facilities. As in many other states, the leading cause of disasters was either exterior or interior water leaks; however Colorado institutions also reported (as should be expected from the state's geography and weather patterns) disasters caused by heavy snow. This high level of damaging disasters would be distressing data on its own, but it is compounded by the fact that a majority of respondents reported that they did not have disaster plans to help their institutions prepare for, mitigate, and recover from disasters.

In development of these disaster plans, having an on-site preservation survey or assessment is often helpful in identifying risks and vulnerabilities in an organization's building, collections, or even their policies and practices. A majority of institutions (48%) indicated that they had not had a survey done on all or even part of their

collections. Seven institutions indicated an urgent need for a site survey; another 44 institutions said they would need a preservation site survey in the next one to three years. As an immediate follow up to the survey, three institutions were surveyed in the second phase of the Connecting to Collections project in November, 2009.

In survey questions specifically dealing with digital initiatives, a majority of institutions indicated that they are involved in a digital project or program, but a vast majority does not have written digital program policies or procedures, or a digital preservation plan, even though almost all respondents want to continue making their collections accessible for more than ten years. This provides another point of action for statewide planners – development of written digitization and digital preservation policies.

An interesting question in the Colorado survey was what activities institutions would have on their “Wish List” if preservation funding was increased. These “wishes” mirrored other results of the survey as top choices included digitization of selected materials, implementation of low/no-cost improvements in climate control or upgrading of environmental conditions, and preservation policy and plan development. There was also a strong interest expressed in adding staffing related to preservation when possible, including conservators, digitization staff, archivists, and collection curators.

## Background

June 27-28, 2007, [REDACTED] Director of the Colorado Springs Pioneers Museum, [REDACTED] Director of the Estes Park Area Historical Museum, [REDACTED], then Director of the Las Animas Public Library and [REDACTED] Head of Special Collections and Archives at the University of Denver were invited to represent the Colorado cultural heritage community at the Connecting to Collections National Conservation Summit held in Washington, DC. The Summit presented the recommendations of A Public Trust at Risk: The Heritage Health Index Report on the State of America's Collections, and asked the participants to consider how the recommendations related to their states.

In Spring 2008 and again in the summer of 2008 following the Denver IMLS Connecting to Collections Summit, the Colorado-Wyoming Association of Museums (CWAM) invited key stakeholders from various Colorado cultural heritage institutions and organizations to review the IMLS Connecting to Collections grant initiative. This group included representatives from university and public libraries, academic and county archives, art and tribal museums, historic houses and museums with natural history collections, the Colorado Historical Society, and two independent conservators. Large institutions and very small institutions were represented. The group concluded that Colorado's heritage institutions lack enough Colorado-specific collections needs assessment information. From these early meetings, the Colorado Collections Consortium was formed. The partnership includes the Colorado-Wyoming Association of Museums (CWAM), Society of Rocky Mountain Archivists (SRMA), Bibliographical Center for Research's (BCR) Digital and Preservation Services unit—which included the Collaborative Digitization Program, the Colorado Historical Society (CHS, now History Colorado) the Colorado State Library (CSL), and representatives from the Colorado library community. Individual Consortium members have a long history of conservation and disaster response initiatives.

CWAM has a volunteer disaster recovery team that can be deployed within a day or so, preservation and emergency preparedness classes are offered throughout the states of Colorado and Wyoming; BCR offers book repair classes on a regular basis; and SRMA has a list of the state's emergency resources on their website. While these activities raise the awareness of the importance of collection conservation, in 2008 there were only informal links between different types of heritage organizations.

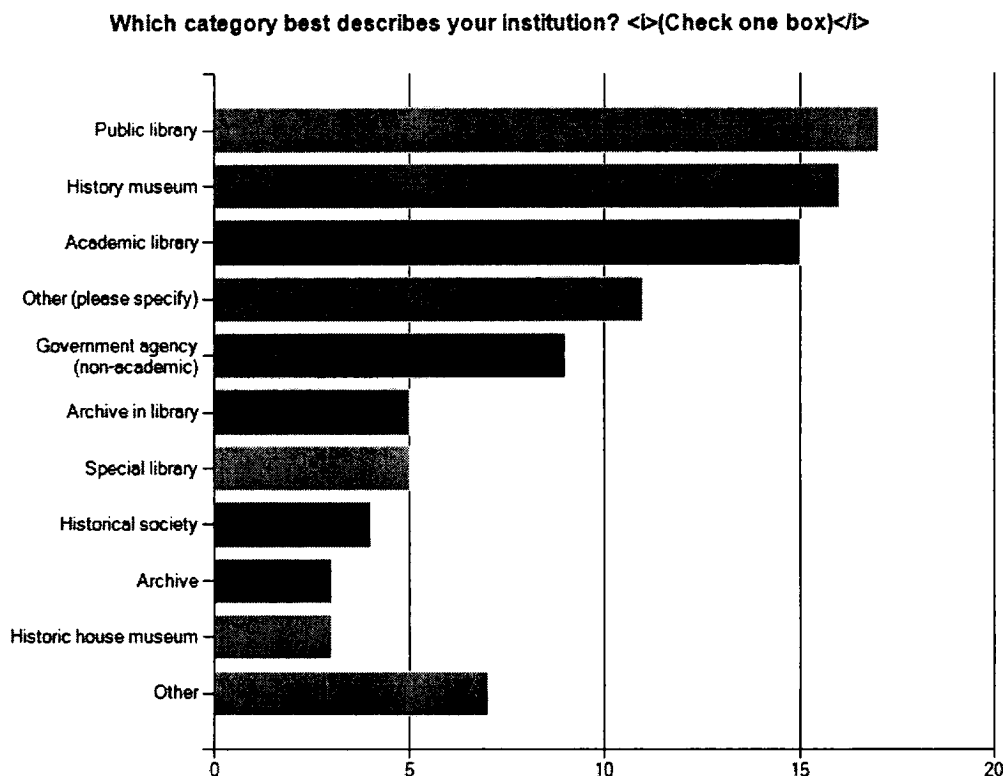
The Consortium decided to apply for an IMLS Connecting to Collections planning grant which would allow Colorado to build on these informal collaborative efforts, and create a formal relationship to provide communication across cultural heritage communities. Colorado received a planning grant in 2009 to create a culture of collaboration and determine the preservation needs of the cultural heritage institutions within the state.

The Advisory Group (BCR, CWAM, SRMA, CHS, CSL) worked with Tom Claeson, Senior Consultant for New Initiatives with LYRASIS (a new organization formed from the merger of the PALINET, SOLINET, and NELINET library networks), who has wide experience in statewide preservation and digitization programs, including working on ten other states' Connecting to Collections projects since 2008.

As noted in the Executive Summary, the web-based survey, hosted online at BCR, was available for almost three months, from June 29, 2009 to September 21, 2009. A response rate of 18.4%, while a bit lower than expected, is certainly above the completion level of many market research surveys, and provides excellent basic information

on the preservation needs within the state and represents a wide variety of institutional and geographic viewpoints.

The following report covers survey results in preservation education, environmental and fire controls, emergency preparedness, digital initiatives, preservation assessments and surveys, collection condition, and preservation services, priorities, and funding. The concluding section of the report describes key trends and potential areas for future programmatic steps.



## Preservation Education

The web-based survey began with a focus on preservation information provision and training. Currently, the majority of respondents obtain preservation and conservation information over the web, through books, by communication with resource people via phone and email, and through printed newsletters or journals. In the future, the largest number of respondents preferred to receive information via short-term workshops, websites, and resource people.

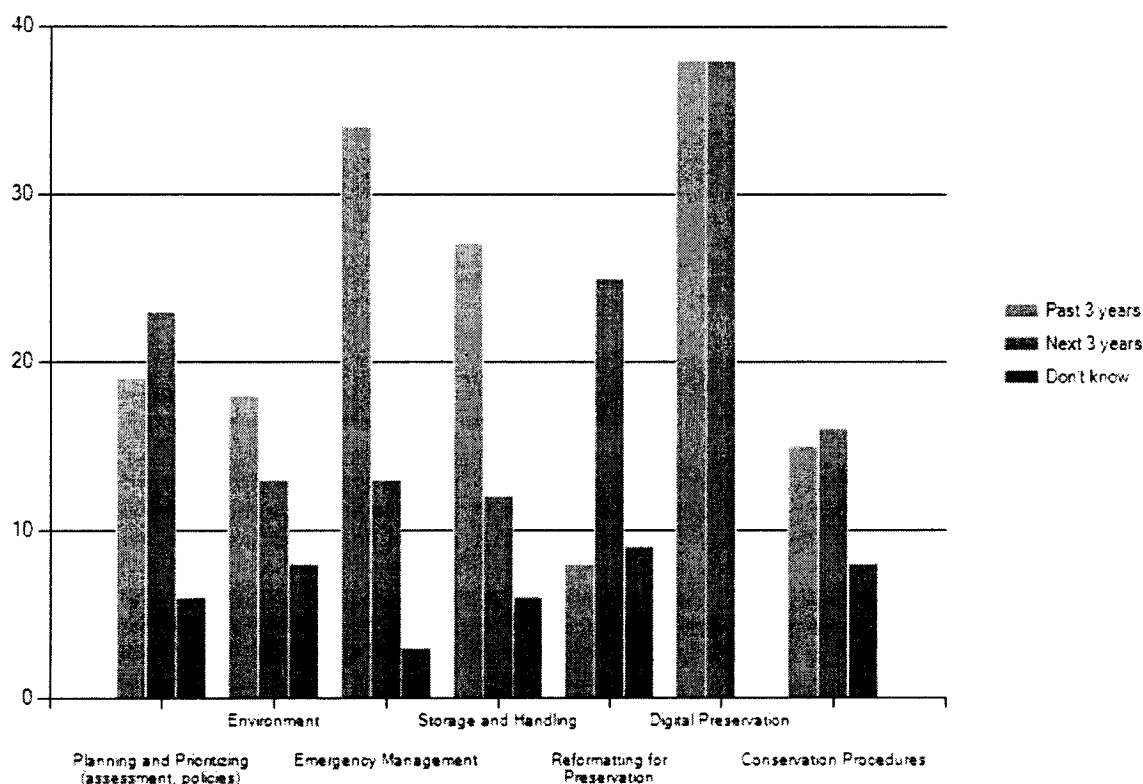
The topics where information was most urgently needed included low/no cost improvement in climate control (45.6% of respondents), digital preservation procedures (43.9%), setting policies and preservation priority actions (42.1% of all respondents; this category was especially of interest in the institutions with the smallest budgets, ranging from \$25,000 to \$90,000), and preservation in a digital world (42.1% of total respondents, and the area of highest interest for institutions with the largest budgets of \$1,000,000 or more). When analyzed by the type of institution answering the survey, the most urgent information need for academic libraries was on preservation in a digital world; public libraries most urgently needed information on preservation storage methods and handling practices; history museums were most interested in low cost/no cost improvements in climate control; and government agencies need information on setting policies and preservation priority actions. For other types of institutions, information on digital preservation was an urgent need.

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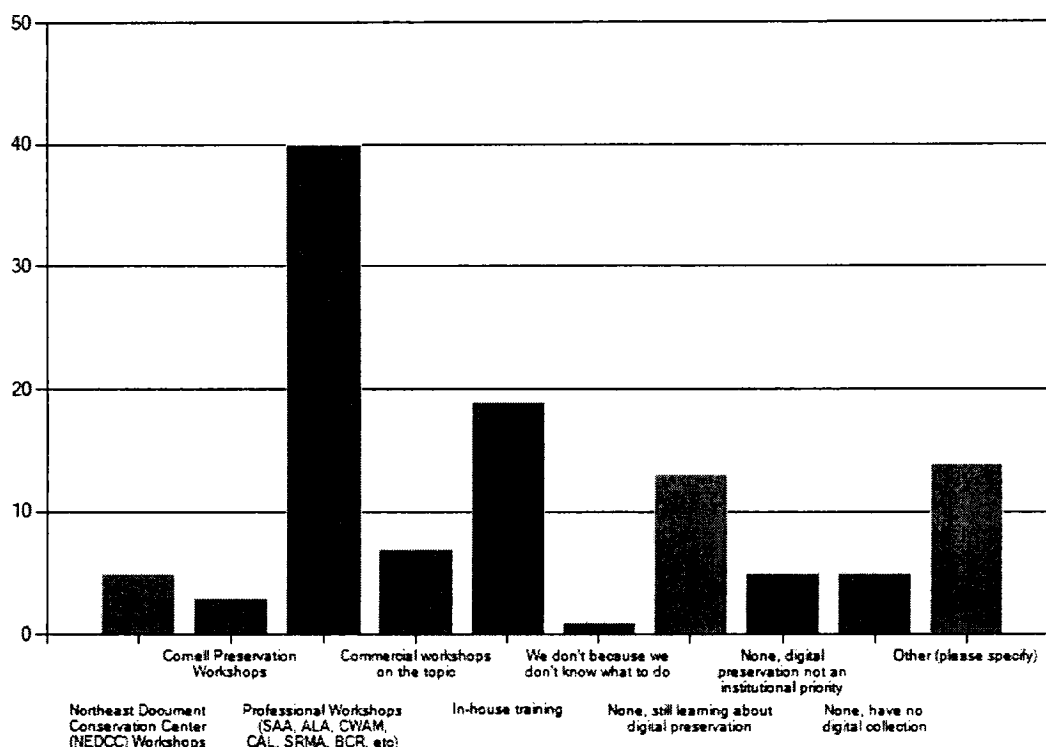
**On which of the following preservation topics did you or your staff attend training session in the past three years, and which topics interest you for training in the next three years?**



Responding institutions showed support for preservation training as a majority (62 respondents, or 55.9%) said staff had attended educational programs on collections care or preservation issues in the past three years. A majority of institutions with the smallest budget levels, as well as a majority of public libraries, however, had not attended such training; these may be target groups for future preservation training initiatives.

An even larger number (67, or 60.9%) said their institution supports staff development and professional education and training in the area of digital preservation. The leading source of digital preservation training by far was from professional associations and organizations such as the Society of American Archivists, the American Library Association, the Colorado-Wyoming Association of Museums, the Colorado Association of Libraries, Society of Rocky Mountain Archivists, and BCR. A large group of institutions with small budgets stated that they had not experienced digital preservation training and are still learning about the topic.

Select the digital preservation training that your staff has experienced.



When the respondents were asked about memberships in preservation-related organizations, many of the above-mentioned organizations ranked high in participation. Among those organizations with the highest number of members reported were:

- Society of Rocky Mountain Archivists (17 respondents)
- Society of American Archivists (12)
- Colorado-Wyoming Museums Association (8)
- American Association for State and Local History (8)
- American Association of Museums (8)
- BCR (5)
- Mountain Plains Museum Association (5)

In the past three years, the leading training topics attended included digital preservation, emergency management, storage and handling and environmental issues. While digital preservation remained by far the top area of interest for the next three years, other key topics included reformatting for preservation, planning and prioritizing, and conservation procedures.

A vast majority of respondents (75%) preferred workshops delivered in person; online workshops (19.1%) were the second-most preferred format. The preferred length of in-person classes was one full day or two days; workshops of half-days (e.g., two 1.5-hour blocks on multiple days) were the preferred format of online classes. Those preferring training through a college or university were evenly split between online and in-person delivery from this type of resource.

For location, Denver/Boulder was preferred by a vast majority of respondents, receiving nearly six times as many votes as other locations.

Barriers to training which were mentioned with the highest regularity included travel costing too much (75% of respondents), registration costing too much (67.6%), workshop topics not available in Colorado (45.6%), and "can't spare staff time" (36.8%). "Other" responses also mentioned budget cuts and limited funding for preservation training; as an overall concern, the costs of travel, registration, and institutional budget concerns were by far the largest barriers to respondents taking advantage of preservation training.



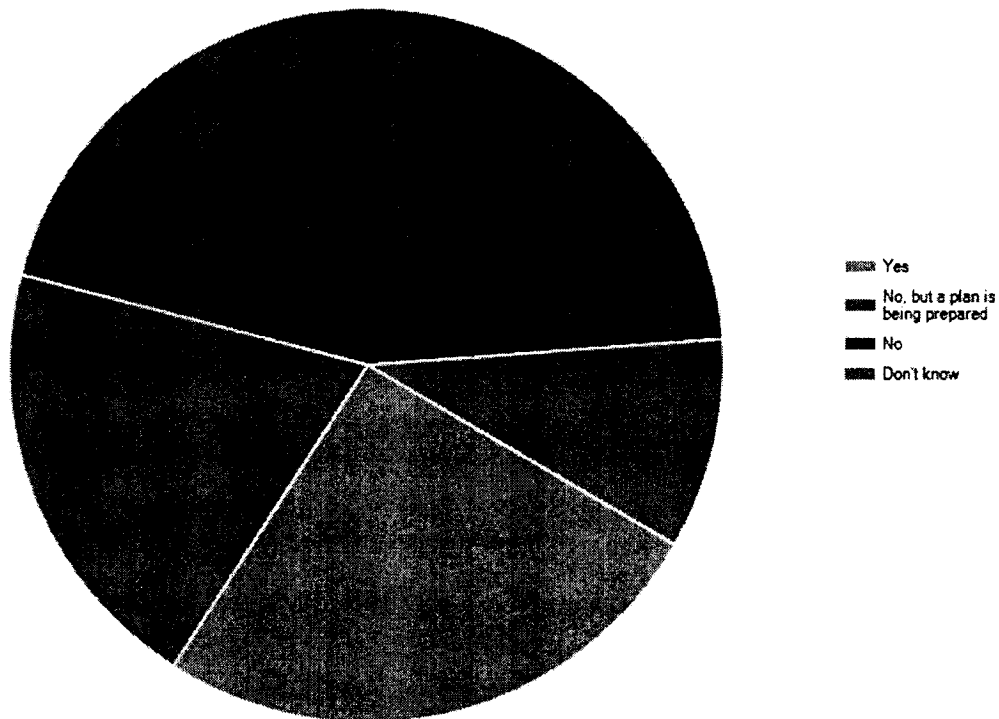


A finding of concern in the survey – across all types of institutions – was that a written disaster plan for the recovery of damaged materials had not been prepared in the majority of institutions responding (44.8%), although nearly 26% do have plans and 20% are preparing plans. Those with plans reported preparing them in 2004 and updating the plans in 2007.

Another area where training and exercises could be utilized is in on-site disaster preparedness and response drills, where a vast majority (77%) of institutions has not conducted these exercises.

In an area related to disaster plan development, over 50% of responding institutions did not have continuity of operation plans included as part of their disaster plans. Those with “COOP” plans had prepared them recently (most between 2006 and 2008) and updated them in 2008-2009.

**Has a written disaster plan for the recovery of damaged collections been prepared for the institution?**

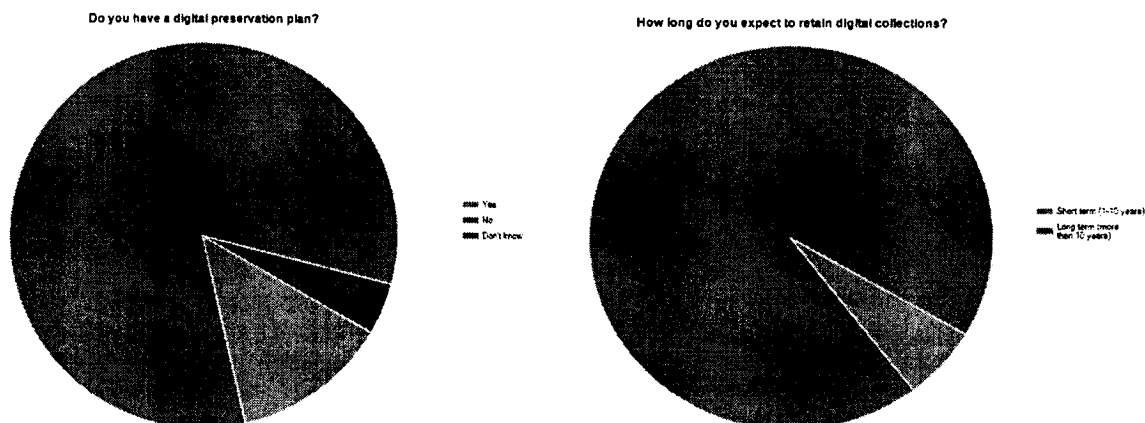


## Digital Initiatives

A majority of responding institutions (41, or 54.7%) reported having a digital collection initiative – a project or program to digitize or acquire born digital materials. As might be expected, the larger the institution's budget, the more likely it was to have a digital program.

However, the vast majority of respondents – especially those in the smaller budget categories – do not have written policy documents or procedures addressing digital collections in any of these areas:

- Mission and goals
- Collection development
- Emergency preparedness
- Preservation
- Strategic planning
- Rights and licensing



Only the respondents from academic libraries reported that digital-related policies were under development for mission and goals, collection development, and rights and licensing.

Digital file formats in most use were JPEG (79%), TIFF (58%), and PDF/PDF-A (56.7%), although some digital audio and video formats were reported in the "other" responses. A majority of respondents are creating descriptive metadata for their digital collections; far fewer are creating administrative, technical, structural, or preservation metadata.

And, despite receiving some level of training on the topic, a vast majority (almost 83% of respondents) did not have a digital preservation plan. This is a grave concern as one of the largest majorities responding to any questions, 93% expect to retain digital collections for the long term (more than ten years).

Digital preservation strategies implemented at the highest number of institutions included data backup (although backup alone is not considered digital preservation), migration, and retaining data. Almost 28% of respondents did not know what strategies had been implemented, and that number increased when "other" answers were reviewed.

When using digital preservation solutions other than backup, the type of content most often preserved included encoded text (blogs, websites, listservs, and PDF documents), text such as ETDs, digital audio and digital video, even though only a very few respondents were using any type of solution.

The media most often used by institutions managing digital collections locally included online magnetic media such as networked hard drives (51%); optical media including CD and DVD (48%), and removable magnetic media (disks, zip disks, flash memory), which was utilized by 34% of respondents.

Responses to some of the digital-related questions provided cause for alarm. A great majority of institutions (81.5%) are storing digital backup files in-house, in a system that their institution manages, although disasters such as Hurricane Katrina have prompted many to think that storage one to three states away from an institution may be a useful approach. Almost a quarter of respondents back up their files daily, but one-third of participants do not know the frequency with which their institutions back up their digital files.

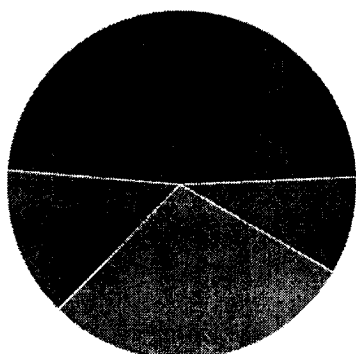
And, although attainment and certification of such status is very difficult, 28.4% of respondents plan to become a trustworthy digital repository, and almost 42% do not know their plans in this area.

Finally, in the area of digital practice, only 9% of respondents are outsourcing digital preservation responsibility to an external service, and a majority of those outsourcing are from the institutions with the largest budget sizes.

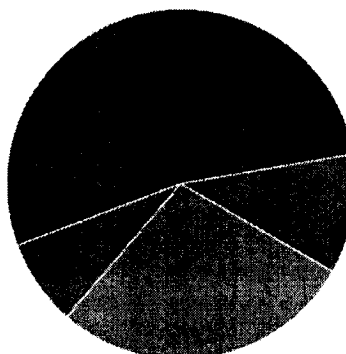
## Preservation Assessments and Site Surveys

The majority (48%) of institutions had not done an institution-wide preservation survey or assessment (which typically includes a review of building conditions, collection condition, and preservation policies), although 29% had completed a survey and 14% planned such a project. For those who had undertaken the activity, the most recent surveys had occurred, on average, in 2007-2009. A variety of surveyors were named, but most were part of the Collection Assessment Program sponsored by the Institute of Museum and Library Services (IMLS) and Heritage Preservation; other leading sources of surveyors were staff or local preservation and conservation professionals.

Has your institution done a preservation survey or assessment?  
(Assessments typically include building condition, collection condition and preservation policies.)



Have preservation surveys been done for any parts of your collection—for example, special collections, photographs, maps, textiles, local history, institutional archives, or furniture?



Additionally, the majority of respondents had not surveyed even parts or portions of their collection. With this in mind, it is not surprising that seven institutions indicated an urgent need for a survey, and 44 said they will need a survey in the next one to three years.

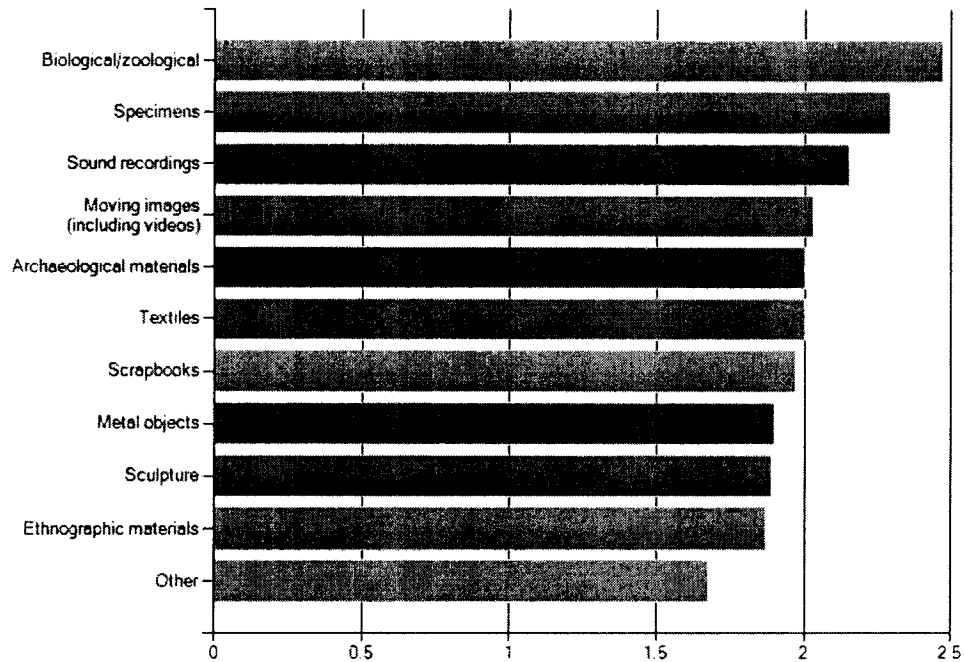
## Collection Condition Information

Respondents were asked to describe the overall condition of items in their institutional items by format. Archival materials, books, cartographic materials, digital resources, ephemera including pamphlets, graphics (prints and posters), manuscripts, periodicals, and photographs were described by a majority as being in good shape. A majority responded that two formats (scrapbooks and sound recordings) were only in "fair" condition, and, while not a majority, sound recordings and moving images were the areas which received the most "poor" ratings. In particular, sound recording collections were ranked as being in either fair or poor condition by the academic library respondents. As a "type of institution" category, respondents from history museums most often reported collections in "fair" condition, with archaeological, archival, book, ephemera, furniture, graphic, manuscript, metal object, paintings, periodicals, photographs, scrapbooks, sound recordings, and textile collections receiving this condition ranking.

In one of the more interesting findings of the survey, there were 224 responses to the question asking respondents to name the three objects or collections of importance to the institution's user community that are most in need of preservation and conservation. While many of the respondents named specific local collections, when analyzed, the following types of material were mentioned most:

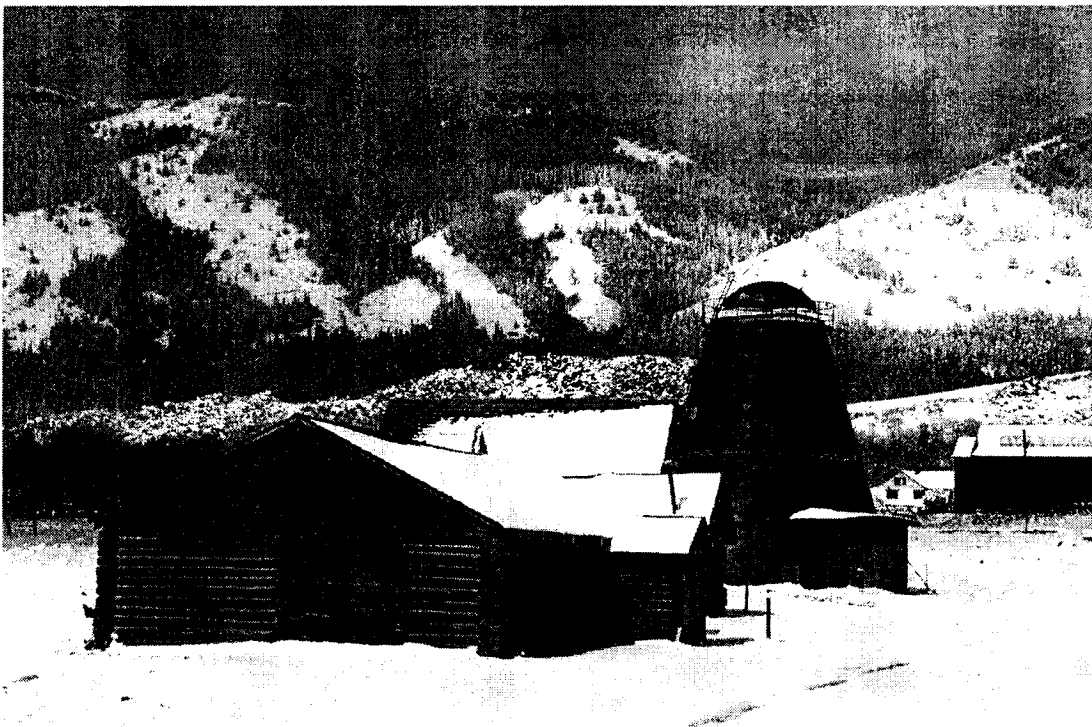
- Photographs (27 responses)
- Books/monographs (17)
- Analog and digital audiovisual materials (16)
- Textiles and clothing (15)
- Archival materials (8)
- Scrapbooks (8)
- Newspaper collections and clipping files (7)
- Paintings (6)
- Local history collections (5)
- Maps and cartographic materials (5)

For each of the following formats, what is the overall condition of those items in your institution's holdings?



## Workshops

Two workshops were held in conjunction with this grant. After the survey results and site survey information was pulled together the advisory committee created a task force to send out an RFP for a conservator to create two, day-long workshops to be presented in conjunction with major cultural heritage statewide meetings.



*The grounds of the Nici Self Museum, Centennial, Wyoming.*

The first, held May 13th at the Nici-Self Museum in Centennial, WY was in conjunction with the Colorado Wyoming Association of Museums annual meeting and was a pre-conference workshop that attracted over 25 participants from northern and central Colorado, southern and central Wyoming. (The Colorado Wyoming Association of Museums is the Colorado statewide museum association and annual meetings alternate between states.)

The second workshop, held in Pueblo, CO, on June 4, 2010, was held as the spring meeting for the Society of Rocky Mountain Archivists and attracted more than 75 archivists and librarians. Victoria Montana Ryan was the conservator hired to create the day long workshops and she worked closely with members of the advisory committee to tailor the workshop information, resources and exercises to each community.

In addition to creating in person workshops Colorado decided to take advantage of Victoria's expertise and requested as part of the RFP that she be filmed at BCR's studios to create short videos that would recap important points associated with the workshop. The videos will be mounted on You Tube and publicized by the archive, museum and library communities.



*Part of the workshop exercises. Collections from the "Pez Museum."*

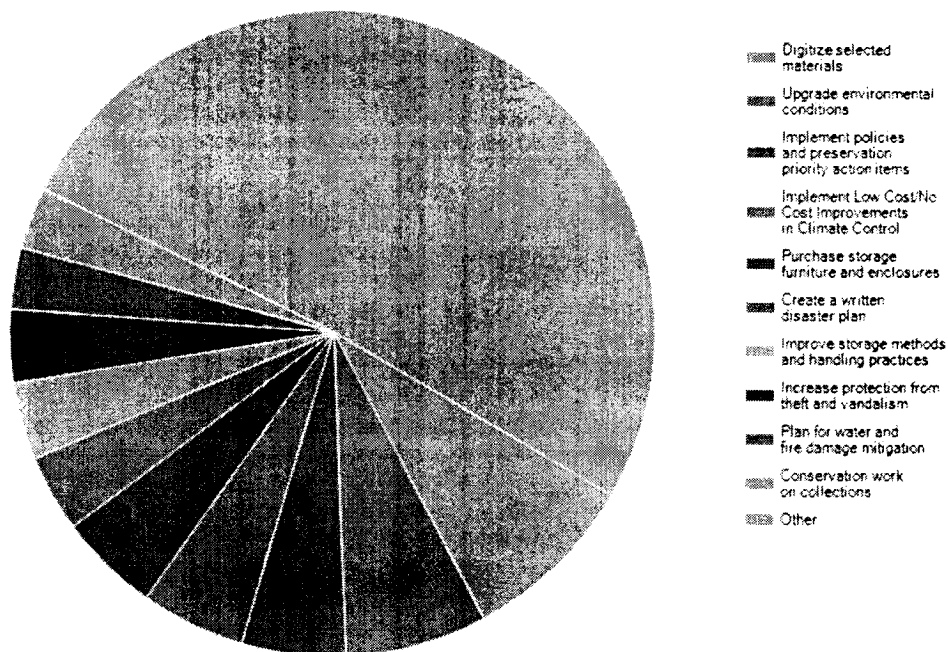
## **Preservation Services, Priorities, and Funding**

In the past three years, only fire detection services have been an area where the majority of responding institutions have contracts with preservation vendors. With every other activity listed (47 others), there was interest in utilizing these services in the next three years. Leading services of interest included preservation assessment and planning, needs assessment surveys, and temperature and relative humidity control.

In order of rank, the top "vote getting" preservation activities institutions would undertake if they received a significant funding increase included:

- Digitize selected materials (the leading new activity in academic libraries, government agencies, and tied for top ranking in public libraries, and a favorite of the institutions with both the smallest and largest budget sizes)
- Upgrade environmental conditions (a favorite of the history museum respondents)
- Implement policies and preservation plan action items (tied for top rank in the public library responses)
- Implement low/no cost improvements in climate control
- Purchase storage furniture and enclosures.

If you were to receive a significant increase in funding for preservation, what are the top five things you would do with it?



A majority of respondents indicated preservation was a "low priority" at their institutions (29 respondents or 43.9%, including a majority of the institutions with the largest budget sizes), but nearly as many (27 or 40.9%) labeled it an "average priority." Traditionally, a large majority of respondents in many regional and statewide surveys have shown preservation as a low priority activity, so this is a heartening direction for the Colorado Group. Additionally, history museums ranked it as an average priority over a low priority by over a 2-to-1 ratio. Top reasons behind the average or low priority ratings included lack of funding, lack of staff, and nature of collections.

A great majority of respondents (75%) were utilizing their institution's own budget as a source of preservation funding, which in difficult economic times such as these may mean no new money and potentially reduced future funding for preservation. Federal grants and donor funding were distant second and third ranked preservation funding sources.

## Institutional Information

A majority of the survey respondents (29 or 31.2%) reported their annual institutional budgets were \$1,000,000 and above, but the second highest level was \$25,000-\$99,999. Preservation budget levels across all types of institutions ranged from \$0 to \$999 and many did not know the levels. Respondents at the institutions with the largest overall budget sizes reported that their preservation budgets were part of the institution's operating budget and they could not break out the specific budget level.

While size of overall institutional staffing varied widely, most institutions had zero FTE professionals, support staff, student assistants, or volunteers to work on preservation. Another overall concern is that 72.2% of the respondents do not feel their staffing is adequate for the preservation functions needed at their institutions. When asked where they would add staffing if further budget resources were found, top responses included:

- Conservators and conservation technicians (21 responses)
- Digitization staff and technicians (9)
- Archivists or archival staff (9)
- Collections curation staff (6)

In a very positive finding with impact on digital preservation policy development, a majority of respondents said staff responsible for traditional preservation also has a role in digital preservation.

## Onsite Preservation Surveys

An important component of the Colorado Connecting to Collections IMLS Grant project, which helps to differentiate it from the activity in many other states, was the completion of brief onsite preservation surveys at a number of institutions within the state.

The selection process for these site surveys was driven, in part, by results of the state's web survey. Seven surveys came back with an "urgent need" selected. Three of the twelve institutions visited had answered the survey questionnaire and had indicated that they had an urgent need for an onsite consultant with a preservation professional. Other visit sites were selected because the project leaders had previously known of their need for a survey.

During November, 2009, Project Consultant Tom Claeson of LYRASIS, and Grants Administrator Leigh Grinstead of BCR made visits to nine cultural heritage organizations. In addition, Grinstead and Laura Douglas, the Project Manager, visited four additional institutions later in the month.



In comparison to a standard preservation site survey (which might require two days or more onsite and generate a 20-25 page report), these surveys, because of the sheer number that needed to be done in a limited amount of time and under a limited budget, were much more brief (surveys included 2-3 hours onsite and generated 2-3 page reports). Consultants reviewed issues such as building condition, collection condition (overview), storage practices and conditions, preservation staffing, and preservation policy development.

There are a number of trends which were identified from the site surveys, and, in concert with the web survey findings, help to support future directions for preservation activity, funding, and program development in Colorado.

- A number of organizations should look at developing, updating, or enhancing their disaster plans. Resource material from members of the Regional Alliance for Preservation, the Minnesota History Center, and other online models can be used for this purpose.

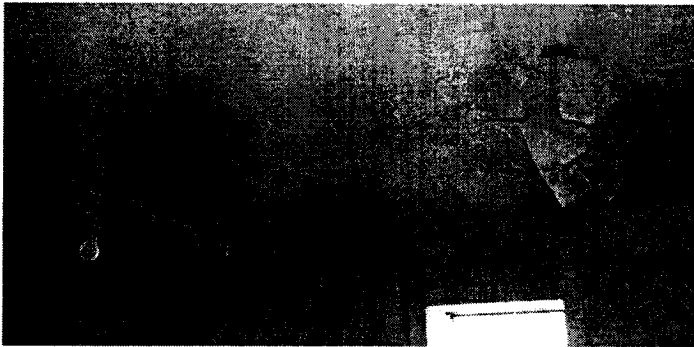
- Many organizations could improve their relationships with local emergency first responders such as police and fire representatives. Offering opportunities for these responders to become familiar with cultural institutions by having them

tour the facility and give feedback on safety risks found during their walk-throughs can be helpful to both the responders and cultural heritage institution staff when future emergencies arise.

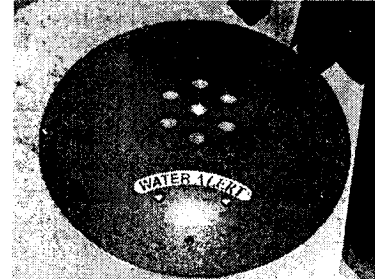
- In September 2009 Heritage Preservation hosted an Alliance for Response workshop that was well attended by cultural heritage institutions and first responders. The Colorado Connecting to Collections Grant Administrator and Project Manager both served on the planning committee for the workshop and conversations with the Colorado Alliance for Response group continue.

- Evacuation plans and emergency exit signage should be prominently displayed in collecting institutions.





- While almost all of the institutions visited had experienced water leakage or flooding, only one had purchased water detectors. These inexpensive items provide a noisy alarm if water intrudes into collection storage areas or other parts of the institution which need to be kept dry.



- For institutions with pest problems, the use of "insect-specific" integrated pest management practices was suggested, instead of spraying by exterminators, which could possibly harm collections, staff, and patrons if overdone.

- Disaster preparedness for and preservation of digital collections was emphasized during the visit. Organizations such as the Collaborative Digitization Program and Northeast Document Conservation Center provide tools which can assist in these areas.

- For organizations needing further consultation and assistance on preservation issues, the consultants suggested applying for National Endowment for the Humanities (NEH), Preservation Assistance Grants (PAGs). This funding can help to pay for specialized surveys (looking at specific formats of materials, for instances), storage furniture, preservation education, and environmental monitoring equipment.

- The consultants raised awareness of a new grant to assist institutions needing upgrades on heating/ventilation/air conditioning, security, or fire systems. The NEH "Sustaining Cultural Heritage Collections" grants can pay for planning new systems in their first phase and installation/implementation in a second phase.

- Many organizations held specific unique items which they considered to be among the most precious in their collections. To conserve or repair these items, if necessary, the Institute of Museum and Library Services (IMLS) and Bank of America have made \$3,000 "American Heritage Preservation Grants" available to preserve individual works of local, state, and national importance. For larger collections or historic building conservation, the consultants made institutions aware of the "Save America's Treasures" grants available from the National Park Service.

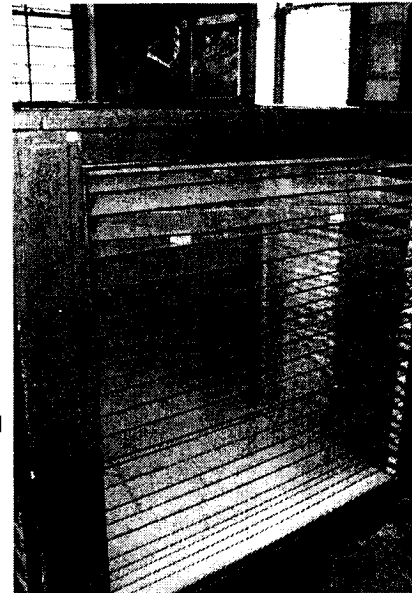
- Some organizations did not have collection development policies, and very few had digital collection development policies. These plans are necessary to give institutions control in building their collections, and accepting gifts and donations.



- At each institution visited, measurements of temperature, humidity, visible and ultraviolet light levels were taken. The consultants discussed the adverse affects of these forces on collections, and detailed ways to prevent damage from environmental forces via monitoring and system adjustments.

- For institutions with large collections and small staffs, the consultants suggested utilizing interns from organizations such as the University of Denver's library and museum education programs to assist in carrying out preservation improvements on collections.

- Overall, the preservation site surveys served to both assist the visited institutions, and help the project team to get a first-hand view of local and statewide preservation concerns. Additionally, it allowed for discovery of trends that can assist all types of cultural heritage institutions throughout the state.



## Planning Committee Project Evaluation

As part of the evaluation of the 2009-2010 IMLS Colorado Connection to Collection Statewide Planning Grant, a survey was developed to evaluate of the work of the planning committee and create an assessment of whether the goals of the project were realized.

The survey was developed by Liz Bishoff of The Bishoff Group, LLC, in cooperation with Laura Douglas, Project Manager and Leigh A. Grinstead, Grants Administrator. The survey was conducted between June 11, 2010 and June 20, 2010 using Survey Monkey. A 72% response rate was realized, with 8 surveys completed from 13 committee members. Grinstead and Douglas were not eligible to participate in the survey.

### *Colorado Collection to Collection Goals and Objective:*

One of the key objectives of the IMLS Connecting to Collections statewide planning initiative is the development of a multi-disciplinary cultural heritage collaborative to support collection care. The survey queried the planning committee to determine whether a foundation of collaboration was established. Among the respondents, seventy-five percent (6 respondents) felt that a foundation was established, twelve and a half percent (1) felt it wasn't, and one (1) respondent thought that maybe the foundation had been established.

The goals of the Colorado Connecting to Collections statewide planning initiative included: gaining an understanding of collection care among Colorado collecting organizations; identifying priorities for training; implementing a training program during the grant period; identifying organizations for onsite visits; and developing an advocacy program. Among the respondents, 37.5% felt the goals were realized; 37.5% did not feel they were realized and 25% didn't know.

When looking at the specific goals in greater detail, 100% felt that the goal of implementing a training program and identifying organizations for onsite visits during the grant period was realized; 87.5% of the respondents felt that gaining greater understanding of collection care among Colorado collection organizations was realized. Only four of the respondents felt that implementing a training program was realized during the grant period, while only 25% felt an advocacy program was developed.

### *Professional Association Participation:*

The Colorado Connecting to Collection Statewide Planning initiative official partners included the Colorado Wyoming Association of Museums, Colorado Historical Society (History Colorado), Society of Rocky Mountain Archivists, University of Denver, Department of Education, School of Library and Information Studies, Bibliographical Center for Research and the Colorado State Library. There were additional informal partners who came together making up the planning committee.

A variety of activities were undertaken by the planning committee during the fifteen months of the grant. One hundred percent (100%) of the survey respondents reviewed the Connecting to Collection materials; 87.5% promoted the project's online statewide survey; 62.5% presented at association conferences; 50% participated in the Connecting to Collection training activities, while 50% made presentations to their staff. All but one indicated that their professional organization would support the Colorado Connecting to Collection implementation grant.

***Supporting an Implementation Grant:***

The following activities would be supported by the survey respondent's organizations:

Activity	Percentage
Training	100%
Promotion of activity to professional community	100%
Presentations at professional conferences	87.5%
Presentations to general public	50%
Promotional activities to general public	50%
Technical support	37.5%
Funding support, including fund raising	12.5%

***Effectiveness of Colorado Connecting to Collections Statewide Planning Project:***

The survey respondents from the planning committee felt their role as an advisory committee was very effective/somewhat effective (75%) with three individuals indicating it was effective. Fifty percent of the committee felt that the online survey was very effective/somewhat effective, while 37.5% felt it was effective and 12.5% felt it was somewhat not effective. Nearly the same results were found for the onsite surveys, with 50% finding the onsite surveys very effective and somewhat effective, 25% effective and 25% somewhat not effective. Training sessions had strong effectiveness scores with 71.5% reporting very effective and somewhat effective rating and 28.6% scoring training as somewhat not effective. Only seven respondents rated this category.

Four respondents rated project management very effective and somewhat effective, while four rated it effective; project leadership was rated 62.5% very effective/somewhat effective; 25% effective and 12.5% somewhat not effective. The statewide planning effort is the final category of evaluation, with seventy-five percent of the participants rating the effort as very effective/somewhat effective; 12.5% rating it effective and 12.5% rating it somewhat effective. The actual plan itself was rated as 71.5% very effective/somewhat effective, 14.3% rating it somewhat not effective and 14.3% not effective. Only seven respondents answered this last question.

***Written comments submitted within the survey:***

"The words 'implementation grant' means the next step past assessment and training and the current statewide implementation plan does not address how our groups will implement assessment and training objectives and what resources are available to complete implementation projects."

"Have not seen the plan yet. Do not consider training sessions a program..."

***General comments:***

"Great idea and important to develop a dialogue between museums, museum professional organizations and those represented in the library sector. Critical to identify the collections in our region and their preservation needs. At this point, it is hard to see if the initiative has been as successful as hoped."

"The project leaders worked hard to implement planning grant objectives. I think if we would have addressed the similarities and differences of museums and libraries so we knew actual resources and possible ways to implement goals and objectives up front it would have helped. Saying we did not want to address differences was a mistake. Museums and library resources are very different and implementation grant will depend on the strength of our differences not ignoring them. The slant to libraries was very obvious and Carl Patterson stated it clearly in the last meeting but was discounted. Carl is right. I do not think any effort was given to recruit minorities in the planning process and now will say it was done. I do think the administrative bodies that are collaborative partners are good but not the doers. All people in Colorado should have a list and access to providers/trainers chose(sic) of programs that provide the best benefit to their organizations. The current plan does not allow them

to chose. In its current form the implementation plan will not get funded."

"a good start; the implementation grant application process and its success, if granted will be the proof"

"This is a beginning. While I think the Committee was pretty good, we (including myself) could all do more and it is going to take some more extraordinary efforts on the part of individuals and groups to develop a culture of preservation in the state. This effort needs to become a first priority. I am particularly hopeful of a SRMA/CWAM solid partnership...Historical Societies, Libraries orgs are a little more tenuous. Loss of BCR and the organizational leader that it could have become concerns me"

## Conclusion

The Colorado Connecting to Collections web survey gave statewide planners some clear messages as to the needs and desires of the institutions within the state.

Beginning with information about preservation information resources, where a pronounced preference for short-term workshops on preservation topics was discovered, the need for educational and consultative assistance on preservation issues became evident. There was strong support for staff to attend training in traditional and digital preservation. In-person workshops were preferred, and one-two day sessions based in the Denver/Boulder area were also preferred. While a variety of professional associations were cited as leading training and information resources, the ability for a collaborative statewide group, such as a continuation of the Connecting to Collections Advisory Group, to identify and/or develop training which can assist all types of cultural heritage institutions was very evident.

Topics where information and education was most needed ranged from the basic to the sophisticated. Urgent need was indicated for information on topics including low-cost or no-cost climate control improvements, and preservation policies and priority actions (which is good because respondents indicated that they did not have many current preservation policy documents in existence at their institutions). In the more sophisticated realm of needs was information addressing preservation in a digital world, and digital preservation strategies. In part, this need for digital-related information may stem from the groundbreaking work, beginning in the late 1990s, of the Colorado Digitization Project, which became the Collaborative Digitization Program. Because of the great success of this program in the state, and later the region, many types of cultural institutions which might not have had the opportunity to learn about or create digital versions of their works were able to do so; now those and other institutions are looking for further information on how to preserve the digital assets they have created. The findings in education and training workshops needed were also marked by a similar basic/sophisticated split. Digital preservation and reformatting for preservation were cited as educational needs, as was more basic information on preservation planning and prioritizing and conservation procedures. Part of the challenge for the Colorado Connecting to Collections initiative as it moves forward is to offer a spectrum of informational and educational resources which can address the varying level of preservation needs in the state.

The other challenge, of course, is the economy of the state's cultural heritage institutions, which is a concern across the nation. Barriers to preservation training included travel costs, registration costs, lack of staff time to attend training, and the fact that some of the workshop topics have been previously unavailable in Colorado. Other comments simply noted the tight budgets at a variety of types of institutions. The costs and funding models for preservation information and education provision in the state will need to be carefully developed and monitored.

The split between basic needs and sophistication was also evident in the information gleaned about environmental and fire safety systems. The majority of respondents noted that they controlled temperature and light levels, air filtration, and pests (although humidity was controlled less often by most institutions). However, 22 responding institutions noted that they had no controls for any environmental conditions. With this in mind, a program which could help sophisticated institutions better monitor their environments, but would also allow organizations with very basic needs to begin to learn about monitoring and controlling their environment must be devised. Similarly, while a majority of respondents have smoke detectors, fire alarms, and fire extinguishers at the facilities, many did not know what type, if any, fire suppression systems they have. And, while fire extinguishers were inspected regularly by a fire inspector or fire extinguisher company at 84% of responding institutions, almost 60% of respondents said staff had not received fire extinguisher training; institutions with smaller budgets were far less likely to have had this training. This situation should be able to be rectified easily as most municipalities offer this type of training for free, or a nominal charge.

One of the most surprising findings of the web survey, and the area which should be the greatest cause for alarm in the state, is how many institutions (45) responded that they have experienced disasters at their sites, most of which damaged collections and facilities. As in many other states, the leading cause of disasters was either exterior or interior water leaks; however Colorado institutions also reported (as should be expected from the state's geography and weather patterns) disasters caused by heavy snow. This high level of damaging disasters would be distressing data on its own, but it is compounded by the fact that a majority of respondents reported that they did not have disaster plans to help their institutions prepare for, mitigate, and recover from disasters. Disaster plan development is another area for immediate educational and consultative action.

In development of these disaster plans, having an on-site preservation survey or assessment is often helpful in identifying risks and vulnerabilities in an organization's building, collections, or even their policies and practices. A majority of institutions (48%) indicated that they had not had a survey done on all or even part of their collections. Seven institutions indicated an urgent need for a site survey at the time of the web questionnaire; three of those institutions were able to be visited almost immediately as part of the brief on-site surveys conducted during the second phase of Colorado's Connecting to Collections Project. Another 44 institutions said they would need a preservation site survey in the next one to three years; this is another clear signal to Colorado's project leaders of an area of strong programmatic need in the continued work of this project. Bolstering this demand is that the top areas of interest for institutions to contract for or utilize preservation services in the next three years is in preservation assessment and planning, needs assessment surveys, and temperature and relative humidity control.

While conducting their on-site visits, surveyors should be vigilant in determining the condition of scrapbooks, sound recordings, and moving image materials, which receive the most "votes" as being in poor condition of any of the formats ranked by respondents. Additionally, when respondents were asked to identify three top "treasures" in their collections, photographs, books/monographs, analog and digital audiovisual materials, and textiles and clothing were mentioned by far the most of any types of material, so these formats should also be focused on in any on-site assessments.

As previously mentioned, there is a strong interest in digitization and digital preservation in Colorado. In survey questions specifically dealing with digital initiatives, a majority of institutions indicated that they are involved in a digital project or program, but a vast majority do not have written digital program policies or procedures, or a digital preservation plan, even though almost all respondents want to continue making their collections accessible for more than ten years. This provides another point of action for statewide planners – development of written digitization and digital preservation policies. In a heartening finding, many institutional preservation staff have a role in digital preservation activities, which may help in policy development, as preservation staff with traditional/analog experience have policy-development skills which may translate well to developing digitization and digital preservation policies. Another potential awareness-raising and education focus should be on storage of digital backup files, as more than 80% of respondents currently store backup files in-house, a practice which has come under scrutiny since Hurricane Katrina (storage at another institution as much as three states away is becoming considered a best practice).

The question of what activities institutions would have on their "Wish List" if preservation funding was increased included digitization of selected materials, implementation of low/no-cost improvements in climate control or upgrading of environmental conditions, and preservation policy and plan development. There was also a strong interest expressed in adding staffing related to preservation when possible, including conservators, digitization staff, archivists, and collection curators.

Finally, when asked at the end of the survey instrument for other preservation needs which had not been covered in the questionnaire, strong interest was again expressed in increased preservation funding, and climate control upgrade needs. There were some additional ideas which were suggested here that are worth consideration by the statewide planning group as well:

- A brochure on why preservation is important, for use with trustees and other resource allocators
- A "roving preservation team" to address preservation needs in the state, particularly those of small institutions
- "More grantors needed to accept the Colorado Common Grant application"

These communication, dissemination, and funding methods may be among the ways to help implement a statewide preservation program that can be beneficial to all of Colorado's cultural heritage institutions.